

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

AD-A212 905

estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this form, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Avenue, Washington, DC 20540.

REPORT DATE
July 1989

3. REPORT TYPE AND DATES COVERED

4. TITLE AND SUBTITLE

DISC 1989 TQM Operations Plan.

5. FUNDING NUMBERS

6. AUTHOR(S)

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)

Defense Industrial Supply Center, (DISC)
Philadelphia, PA

8. PERFORMING ORGANIZATION
REPORT NUMBER

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)

10. SPONSORING/MONITORING
AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES

12a. DISTRIBUTION/AVAILABILITY STATEMENT

Approved for Public Release; Distribution is Unlimited.

12b. DISTRIBUTION CODE

Total Quality Management

13. ABSTRACT (Maximum 200 words)

This document represents the continuance of the DISC implementation of TQM which began in 1986. It outlines how DISC intends to emphasize process improvement through the integration of all TQM initiatives. Quality management at DISC prescribes defining quality through customer expectations, eliminating rework, data driven decision making, total employee involvement.

Keywords:

DTIC
ELECTE
SEP 29 1989
S E D

14. SUBJECT TERMS

TQM (Total Quality Management), Continuous Process Improvement, Management

15. NUMBER OF PAGES

16. PRICE CODE

(KR) ←

17. SECURITY CLASSIFICATION
OF REPORT
UNCLASSIFIED

18. SECURITY CLASSIFICATION
OF THIS PAGE
UNCLASSIFIED

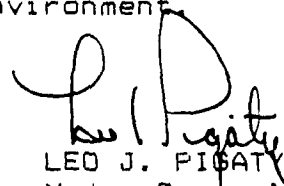
19. SECURITY CLASSIFICATION
OF ABSTRACT
UNCLASSIFIED

20. LIMITATION OF ABSTRACT
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Message from the Commander

Since implementing TQM in 1986, DISC has actively pursued improved customer support and care for our people. In so doing, we have tried to foster an environment where the participative management style that focuses on quality first can exist. In order to achieve the status we seek, a coordinated effort that capitalizes on our past successes and integrates future concepts is essential.

I commend those that have brought us to where we are and further challenge our managers to execute the TQM policy and objectives outlined in this plan. In so doing, our goals of improved customer support and taking care of our people become the standard for all. This plan prescribes direction over the next five years that ensures improvement of our products and services, reduced costs and an enriched environment.


LEO J. PIGATY
Major General, USA
Commanding

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FOREWORD

The enclosed operating plan represents the continuance of the DISC implementation of TQM which began in 1986. This plan outlines how we intend to emphasize process improvement through the integration of all TQM initiatives (i.e. quality circles, task teams, quality feedback etc.). This plan in no way limits, restricts or defines all of our efforts consistent with the principles of quality management and or process improvement. The degree to which this effort succeeds will depend on the extent that ownership and responsibility for TQM is accepted by all levels of DISC management and is supported from the DoD and DLA headquarters.

Our structure and approach to TQM comes from three levels of the organization: the Command exemplifies constancy of purpose by continuing to alter the DISC culture, thereby providing the environment that will support a participative management philosophy; the Offices/Directorates integrate and incorporate past, present and future TQM initiatives with PSE objectives by promoting the team approach and introspection towards process improvement; and, employees through channels and aspects that provide TQM training, performance and recognition, continue to be the catalyst for the improvement and well-being of the Defense Industrial Supply Center.

Through our combined efforts, meeting the objectives of this plan will not only be something that we do, it will be something that we enjoy.

1989 TQM Operations Plan

DISC TQM has evolved into a comprehensive approach designed to alter the DISC environment, culture, tools, techniques and organizational practices. TQM is not a program. Quality Management at DISC is described as that effort towards continuous incremental process improvement that prescribes:

- defining quality through (internal) customers expectations
- eliminating rework (doing it right the first time)
- data driven decision making (statistical thinking/SPC)
- total employee involvement (participative management)

Most importantly, TQM should be perceived as a journey rather than a destination. It is the commitment to the long term improvement of this Center's efficiency, competitiveness and well-being. Our efforts are designed to improve processes by building quality in and enhancing communication and effectiveness through training, performance and recognition initiatives.

This plan is segmented into three parts. The first part details the initiatives DISC has undertaken in relationship to and in support of DLA Core Goals. The second part describes the commitment necessary to move forward and meet our goals and objectives. The third part outlines deployment initiatives, identifies both short and long term goals and plans for measurement of the quality management efforts outlined below.

I. Command Support of DLA Core Goals

The DISC HSI 5010.15 (DISC Total Quality Management Program) establishes the policy, responsibilities and commitment of our efforts to reach and surpass these goals. Some specific examples of initiatives in support of those goals are described below.

A. Core Goal: Develop a Trained Workforce

Initiatives: Quality Campus, Training Doctrine, Quality College, Memberships in Phila. Area Council for Excellence and Ben Franklin Partnership.

B. Core Goal: Harmonize Directives

Initiatives: DISC HSI 5010.15, Command Goals and Priorities, Office/Directorate TQM Operating Plans and TQM Boards.

C. Core Goal: Integrate Existing Initiatives

Initiatives: Support Quality Circles, Quality Feedback, Task Teams, and suggestion programs, and ensure their continued success through additional training and periodic internal reviews.

D. Core Goal: Demonstrate Uncompromising
Commitment to Quality

Initiatives: Pilot process improvement studies,
Your Partnership in DISC.

E. Core Goal: Enhance Recognition and Reward System

Initiative: TQM rewards luncheon, Praise a Peer, promote alternate work schedules, establish day care and fitness facilities, increase use of incentive awards; i.e., On the Spot Awards, and the Commander's gold coin.

F. Core Goal: Develop Feedback and Communication Skills

Initiatives: Quality Feedback, Sharenet, periodic Command Review and Analysis, published Executive Committee meeting minutes, quality newsletters, and the monthly DISC Update.

II. Methodology:

In order for this plan to succeed, the following characteristics must be demonstrated:

A. Top management commitment and involvement: participation in an education program designed to develop those competencies required to play the role of mentor in improving TQM practices, procedures and processes.

B. Top management commitment to continuous improvement of processes: this requires the ability to recognize and describe a system; the ability to analyze the system and identify areas for improvement; the ability to draw subordinates into the improvement process; the ability to monitor changes and separate signals from noise; and, the ability to delegate aspects of the system improvement process while remaining accountable for the success of the changes.

C. All management levels commitment to Total Employee Involvement: employees working together with management as partners in achieving quality goals is an integral part of the systematic approach to continuous process improvement. Management must recognize that improving individual responsibility for quality is accomplished through employee involvement.

III. Deployment, Implementation and Measurement:

Having developed a TQM policy/strategy plan the three remaining objectives are policy deployment, implementation and measurement. The following initiatives, including short term and long term goals will assist in achieving these objectives. Short term goals would be implemented within two (2) years. Long term goals are targeted for a pilot study within five (5) years.

A. Deployment Initiatives:

1. Establishing office/directorate Quality Management Boards. Sets the vision, reviews progress; at a minimum, is chaired by director or deputy; and meets at least monthly.

2. Developing an O/D Quality Management Plan. Outlines direction and responsibility; includes milestones for implementing process improvement teams, defining processes for study and defines the communication network.

3. Pilot process improvement study. Each Office/Directorate to identify their top processes for review. Flow-chart the processes and apply SPC on those processes capable of using this statistical analysis method.

B. Implementation Initiatives:

Integrate and mainstream existing initiatives throughout each office and directorate.

1. Quality Newsletter. Have each directorate publish a quality oriented newsletter to provide information, improve communication and act as an educational tool for all quality issues. These newsletters will publicize TQM to the workforce and show positive advances in the DISC work environment.

2. Quality Feedback. Improve current system by providing follow-up training. Publish success stories to demonstrate the effectiveness of quality feedback. Ensure meetings are scheduled regularly in all areas. Monitor program to ensure its success.

3. Quality Circles and Task Teams. Improve and increase participation through training and publicity. Renew emphasis on management support and employee involvement by fostering an atmosphere for success.

4. Internal Customer Awareness. Provide training (Your Partnership in DISC) to all managers and supervisors to demonstrate the effect of DISC's three (3) major processes (acquisition, cataloging and materiel management) on the internal customer relationship and responsibilities.

5. TQM training. Continuous training will be provided to all employees covering such topics as communication, problem solving techniques, team building skills, flow charting and analysis.

6. Expansion of visits to DISC's external customer facilities. A training initiative to develop and increase awareness in supporting our customers and improving readiness.

7. Supervisor development program. Initiate a training program to develop the TQM-minded supervisor. This program will target potential candidates for supervisor/manager positions.

8. SPC training. Operator level training will be conducted for all managers, staff employees and selected functional area employees.

9. In addition to the above short term goals the following long term goals have been identified.

- a. Pay for Knowledge
- b. Work Teams
- c. External Barrier Removal
- d. Numerical Goal Elimination

C. Measurement:

Quality Assists. Research and report annually the organization-wide impact of DISC's quality management efforts outlined in this plan. These reports will be used by management to identify and respond to strengths and weaknesses with respect to all training, performance and recognition initiatives undertaken by each Office and Directorate.

MILESTONE CHART

DEFENSE INDUSTRIAL SUPPLY CENTER	89	90				91		
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SHORT TERM GOALS								
O/D QUALITY MGT BOARDS		X						
O/D QUALITY MGT PLANS		X						
PROCESS IMPROVEMENT STUDIES			X					
QUALITY NEWSLETTER		X						
QUALITY FEEDBACK	X							
QUALITY CIRCLES/ TASK TEAMS	X							
INTERNAL CUSTOMER AWARENESS	X							
TQM TRAINING	X							
DISC CUSTOMER FACILITY VISITS				X				
SUPERVISOR DEVLPMT PROGRAM			X					
SPC TRAINING		X						